



**United States Department of State
and the Broadcasting Board of Governors
Office of Inspector General**

Inspection of Embassy N'Djamena, Chad

Past inspection reports highlighted issues regarding staffing and management at Embassy N'Djamena. Many of those issues are still valid today.

In order to make this post and others like it function even minimally, the Department of State and the Bureau of African Affairs must take a hard look at human and financial resources and make fundamental decisions about the value of maintaining posts such as this one which cannot be adequately staffed, protected, or funded.

Embassy N'Djamena continues to be a "historically difficult-to-fill" post,¹ and six out of eight key positions were filled by first-tour officers, temporary duty personnel, or were vacant at the time of inspection. Long gaps due to curtailments and the difficulties of staffing the embassy result in post experiencing a series of temporary duty stopgaps or vacancies in key positions.

Adequate mentoring and development of first-tour officers is difficult if not impossible when there are not enough experienced, permanent officers at post.

The potential for a repeat of major unrest, coupled with the trauma of the February evacuation, the looting and destruction of embassy housing, the brief June temporary relocation of most mission American staff to Cameroon, as well as the overall threat environment, continue to have a significant negative impact on the morale of those serving in Chad.

Post needs to build a core group of competent locally employed (LE) staff. Training, including training out of country, and mentoring of these LE staff by experienced American officers is critical to successful development of this core LE staff cadre.

Significant weaknesses in human resources, financial management, and general services exist and were compounded by the upheaval in staffing due to the February evacuation. Embassy corrective action plans are a critical base on which to build provision of appropriate administrative services but must be followed and tracked by senior management to develop consistent standards of service.

OIG Report ISP-I-09-02A, Inspection of Embassy N'Djamena, Chad

The fieldwork for this report was conducted by the Office of Inspections in N'Djamena between July 10 and 24, 2008. This is an unclassified summary of a full report, which receives limited official distribution. Both the report summary and the full report reflect the conditions reviewed during the fieldwork. Freedom of Information Act (FOIA) requests for full reports may be made at <http://oig.state.gov/foia/>.

¹ "Historically difficult-to-staff" posts are those where more than 50 percent of vacancies receive no more than three bids on assignments for three out of four years.